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26 JUL 1968

MEMORANDUM FOR: Special Assistant to the  
Deputy Director for Support

SUBJECT : Career Management - SF Career Service

REFERENCE : Memo to D/Fin fr SA/DDS dtd 18 July 68,  
subj: Career Management

In compliance with referenced memorandum, attached is  
the SF Career Service response to your questions on Career  
Management within the SF Career Service.

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Chief, Support Staff  
Office of Finance

Attachment

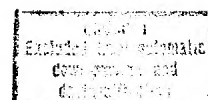
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ANSWERS:

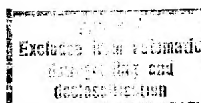
Career Board:

1. The SF Career Service Board is composed of the Deputy Director of Finance as Chairman, 2 senior SF Careerists serving in the Office of Finance, 2 senior SF Careerists serving in key assignments in other Components of the Agency, and the Chief, Office of Finance, Support Staff as Secretary.
2. The SF Career Service Board meets quarterly, or more often at the call of the Chairman.
3. The SF Career Service Board develops plans for management of the SF Career Service, considers recommendations for promotion, reviews competitive evaluations made by the SF Evaluation Panel and the Junior Professional Panel, and conducts related activities concerning effective utilization and training of SF Career Service personnel resources.
4. The SF Career Service Board fills an advisory role.

Career Planning:

1. Career planning for SF Careerists is formulated in discussion with the individual and by assessment of his functional skills, growth potential, flexibility and personal preference. Flexibility is viewed from the standpoint of adaptability and mobility, and potential is viewed with regard to the individual's capability to perform the various skills in the SF Career Service:
  - a. General finance,
  - b. Budget,
  - c. Industrial and commercial cost accounting and audit,
  - d. Technical accounting systems and procedures,
  - e. Monetary and banking procedures.

On EOD direct-hire professional SF employees are briefed on the organization of the Office of Finance, as well as on the functions of the SF Career Service. These employees are assigned to a fifteen-week on-the-job "training cycle" in the various Divisions of the Office of Finance. The on-the-job training cycle is currently in the process of expansion to include Division B&F as well as WSHEADSET offices. This provides the employee with a working knowledge of the mission and functions of the Office of Finance and various responsibilities discharged by SF Career officers. Based on the individual's performance during this training period and vacancies available at the time, each employee is assigned to an SF position in the Office of Finance or in another component of the Agency.



Career Planning (Continued)

2. SF Careerists are advised of general plans for their development during discussions with the Head of the SF Career Service or his designees which take place concomitant with reassignment, rotation and promotion or during less formal encounters. On these occasions, the advancement, training and career development which the employee can anticipate are discussed. The individual is assured of consideration for assignment to positions within his area of competence, or to positions which his growth potential indicates he can handle and which will lead to broadening his capabilities.
3. While formal career plans are not maintained, a career preference outline is submitted by the employee. This expression of the employee's wishes, together with the record of his progress is reviewed at intervals. Every reasonable effort is made to keep employees advised of the plans the Career Service has for them, as the plans evolve.
4. Personal interviews are used to advise employees of their next assignment. SF personnel Field Reassignment Questionnaires are answered at least 90 days prior to completion of tour advising the individual of his next assignment. If the reassignment is to Headquarters, we indicate whenever possible whether it is in the Office of Finance or another Agency Component. If we cannot identify the position in advance, the individual is informed of his specific assignment upon his return to Headquarters during the first interview he has with the Director or Deputy Director of Finance, or the Chief of Support.

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Career Management:

1. a. Candidates for promotion are selected by the Career Service from rosters prepared by the SF Evaluation Panel and the Junior Professional Panel. Employees in grades GS-09 through GS-13 are competitively evaluated and ranked in accordance with criteria established by the Career Service Board. The development and promotion progression of all employees in grades GS-06 through GS-08 are reviewed by the Junior Professional Panel to identify those individuals deserving of advancement, specialized training, consideration for key assignments and promotion. In these junior professional grades, the key criteria is the response to training, initiative, energy, imagination, resourcefulness, and flexibility of the individual which demonstrate the growth potential to progress into positions of greater responsibility in the SF Career Service. Candidates for promotion selected by the Career Service Board are recommended to the Head, SF Career Service.
  - b. Candidates for external training including Senior Schools are selected from the SF Careerists who meet the requirements for these courses. Special consideration is given to key SF Careerists who show the potential to meet the financial and management challenges of the next ten years.
  - c. Candidates for the Midcareer Course are selected from the middle supervisory group of SF Careerists who have demonstrated by their performance the capacity and potential to perform positions of higher responsibility in the SF Career Service. Candidates for other courses are selected on the basis of the most effective development of the technical and managerial skills required to enable the SF Career Service to meet both its short-and long-range requirements. The objective is to provide each mid and senior level SF Careerist training and basic competence in overall Support as well as technical finance matters.
2. While there is no expressed policy on intra Support Career Service rotation, the SF Career Service has repeatedly responded to the requests for SF Careerists to occupy other Support Service positions, and will continue to do so within our capability. It is our experience that such intra-Service rotation generally strengthens and develops these Careerists by broadening their understanding of Agency Support problems. We fully subscribe to the principle of intra-Support rotation. As of the current date, nine SF Careerists occupy other Support Service positions.

3. Several factors are considered in planning rotation to Career Service-designated positions outside the Office of Finance.
  - a. The grade, functional requirements and skills needed to fill the position.
  - b.
  - b. The contribution experience in non-finance positions would make to broadening the competence of finance officers having potential for broader responsibilities.
  - c. Whether special personal characteristics are needed (whether public relations play a substantial part or is technical competence primarily required).
  - d. An available candidate (and an alternate) is then selected from the Competitive Evaluation Lists who meets the requirements of the position. Consideration is given to individuals who merit consideration for promotion as well as to those in the same grade level as the position who need to broaden their finance experience and acquire additional skills. Personal preference and interest are also considered. The Best available man is selected consistent with the principles of effective personnel utilization and development and capability to successfully perform the proposed assignment.
4. An officer who serves in a distinctively effective way in a variety of assignments inevitably emerges from among his contemporaries. A promising officer is recognized by his understanding of and mastery of the skills and techniques required to do the job, his consistently high standard of performance on the job, and by his adaptability to any situation, willingness (in many cases eagerness) to tackle new challenges, his motivation, imagination and ingenuity. A careful and continuing review of all SF personnel performance by the Career Service usually identifies "comers." The grade levels involved are GS-07 through GS-14.
5. The careers of promising officers are managed basically like the careers of all other SF personnel, except that because of their unique qualities, promising officers are groomed by training and rotation through key SF assignments and consideration with a view to the long-range financial and management challenges the Agency will face in the next decade.

Statistics:

1. For FY 1968:

a. The SF Career Service lost a total of four (4) employees due to change of service designation to another Career Service - two (2) to E and two (2) to D.

b. The SF Career Service accepted a total of 14 transfers from the following Career Services:

from - SD Career Service	8
SC Career Service	1
E Career Service	2
IM Career Service	1
D Career Service	1
R Career Service	1
	<u>14</u>

c. A total of 38 employees rotated from the Office of Finance to positions outside the Office during FY 1968.

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